



United States
Office of Personnel Management

Work Leader Grade-Evaluation Guide

**Human Resources Systems Service
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NOTE

This standard has been converted from the original paper format to electronic format without substantive change in series coverage or grading criteria. The standard was reviewed to correct errors that may have been introduced during the conversion process. In some standards minor corrections were made such as updating references to other documents that may have become obsolete, or correcting minor typographical errors in the original standard. Any errors that remain due to conversion to electronic format should be minor and are not intended to change the meaning of the original standard.

If you find page references near the right hand margin of this standard they indicate the pagination of the official, printed version of this standard. For example, a notation "PAGE 2, 4/88, TS-87" would mean that (1) page two of the printed version begins here, (2) the date of issuance was 4/88, and (3) the Transmittal Sheet number was TS-87.

Work Leader Grade-Evaluation Guide

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COVERAGE OF STANDARD

This standard is used to classify positions of work leaders who, as a regular and recurring part of their assignment, lead three or more employees in accomplishing work in clerical or other one-grade interval occupations in the General Schedule. Work leaders also perform non-supervisory work that is usually of the same kind and level as that done by the group led.

Leaders are responsible to their supervisors for assuring that the work assignments of the other employees of the group are carried out by performing a range of duties such as:

- Distribute and balance the workload among employees in accordance with established work flow or job specialization, assure timely accomplishment of the assigned workload, and assure that each employee has enough work to keep busy;
 - Keep in touch with the status and progress of work, and make day-to-day adjustments in accordance with established priorities, obtaining assistance from the supervisor on problems that may arise, such as backlogs which cannot be disposed of promptly;
 - Estimate and report on expected time of completion of work, and maintain records of work accomplishments and time expended and prepare production reports as requested;
 - Instruct employees in specific tasks and job techniques and make available written instructions, reference materials and supplies;
 - Give on-the-job training to new employees in accordance with established procedures and practices;
 - Maintain a current knowledge and answer questions of other employees on procedures, policies, directives, etc. and obtain needed information or decisions from supervisor on problems that come up;
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- Check on work in progress or spot check work not requiring review (e.g., filing or direct services) and review completed work to see that supervisor's instruction on work sequence, procedures, methods and deadlines have been met;

- Amend or reject work not meeting established standards, refer to supervisor questions or matters not covered by standards and problems in meeting performance standards;
- See to working conditions such as seating, ventilation, lighting, safety, etc.;
- Approve leave for a few hours or for emergencies;
- Inform employees of available services and employee activities;
- Resolve simple informal complaints of employees and refer others to supervisor;
- Report to supervisor on performance, progress and training needs of employees, and on disciplinary problems; and
- Make information suggestions to supervisor as requested concerning promotions, reassignment, recognition of outstanding performance, and personnel needs.

POSITIONS NOT COVERED BY THIS STANDARD

This standard should not be used for the positions of:

- Employees who are accountable as supervisors for planning, scheduling, and directing work operations, administering supervisory personnel functions, evaluating work performance, and taking necessary action to assure that the work of subordinate employees meets standards of quantity and quality. (See Supervisory Grade-Evaluation Guide, Introduction and Part I.)
- Employees who have "project" responsibility but do not lead other workers. In some work situations, employees are responsible for projects where some of the work needed to complete the projects is done ("farmed-out") by other employees. Where the other employees do such work under the immediate direction of their regular supervisor, the position of the employee with "project" responsibility is considered to be nonsupervisory in nature.
- Employees who are responsible for work assignments requiring only one or two other workers. The positions of such employees have as their primary responsibility personal work accomplishment. Responsibility for work assignments involving one or two other persons is not sufficient to warrant being classified as a leader. Such positions are classified under the appropriate nonsupervisory classifications standards.

NOTE TO USERS

It is the nature of the responsibility for the work of others, rather than the number of employees involved, that distinguishes between leader and supervisory jobs. However, where the number of workers is more than 12, the position should be carefully reviewed to determine whether it is really that of a leader rather than that of a supervisor, and therefore covered by this standard for leaders in clerical and other one-grade interval occupations.

CLASSIFICATION OF "LEADER" POSITIONS

Under this standard, leader positions are classified one grade above the highest level of nonsupervisory work led.

The number of workers led and the variety of occupations in which they perform work does not affect the grade of a leader position. Because of the limited nature of leader responsibility, these factors do not significantly affect the difficulty and responsibility involved in performing the duties of a leader. Thus, where the employees in the group perform work in a variety of occupations, an extra grade should not be added because of that variety to the level of nonsupervisory work used in classifying the leader position.

In determining the base level of work led, the grade to be used usually is the grade of the highest level nonsupervisory employee in the group (other than the leader). However, care should be taken to assure that this grade reflects the level of the nonsupervisory work actually led.

For example:

- The grades of employees assigned to a work group may reflect the level of their other work assignments rather than the work they do when they serve as members of the work group.
- The highest level employee assigned to the group may do work in an occupation in which the leader is not fully qualified. The level of such work should be used to grade the leader job only where the leader, although not fully qualified, has enough knowledge of the occupation to lead the work involved (for example, pass on instructions from the supervisor, explain work methods, check work, and report to the supervisor on work status or causes of work delays).
- The highest level employee, although assigned to the group, may receive little or no leadership from the leader in performing his work (for example, where the employee is an "expert" in the work, or performs above the normal full performance level of the occupation). In this case, the grade of the highest level

employee does not reflect the level of the nonsupervisory work actually led, and should not be used as the base level.

Thus, in classifying leader jobs, consider only work where the leader performs substantially the full range of leader duties described in this standard under Coverage of Standard.

Where the nonsupervisory work personally done by a leader is at a higher grade than the work done by the employees led, the nonsupervisory work and the leader duties are graded separately. The final grade of such a position is then determined by selecting the leader grade level or the nonsupervisory grade level whichever is the higher. (Note: Where the final grade of such a position is based on its nonsupervisory work, the position is titled, and classified as a nonsupervisory position, and not as a leader.)

TITLES

Positions covered by this standard are identified by prefixing the word "Lead" to the title of the position in which the leader is qualified and which reflects the nonsupervisory work being performed: for example --

LEAD SUPPLY CLERK

LEAD VOUCHER EXAMINER

LEAD MECHANICAL ENGINEERING, TECHNICIAN

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SERIES DETERMINATION

This guide is not intended to affect current practice regarding series classification. Positions classified as to grade by means of this guide will continue to be classified to the most appropriate classification series in accordance with definitions published in the Commission's "Handbook of Occupational Groups and Series of Classes" and amplifying material in published classification standards.